



Save the Children



Report

GENDER REVIEW OF SAVE THE CHILDREN PROGRAMMES WITHIN CHILD RIGHTS GOVERNANCE, CHILD PROTECTION AND HEALTH AND NUTRITION

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List of acronyms

CP Child Protection

CRG Child Rights Governance

CSO Civil Society Organisation

ECHO Directorate-General for European Civil Protection and Humanitarian Aid Operations GEM Gender Equality Marker

GAM ECHO Gender and Age Marker

GEM **SC's** Gender Equality Marker

MEAL Monitoring, Evaluation, Accountability and Learning

NMFA Norwegian Ministry of Foreign Affairs

SADD Sex and Age Disaggregated Data

SC Save the Children

SCN Save the Children Norway

TA Technical Advisor

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Executive summary

Gender is central to **Save the Children Norway's** (SCN) mission and vision – it is inextricably linked to a child rights approach and essential for high quality programming. In November 2017 SCN commissioned a gender analysis of its Child Rights Governance (CRG), Child Protection and Health and Nutrition programmes in order to expand the baseline from a previous analysis of the Education Programmes in 2016. The analysis uses **SCN's** Gender Equality Marker (GEM) to help determine whether gender equality considerations have been meaningfully integrated in project proposals.

The review includes a total of 30 proposals, covering agreed and active programmes funded by the Norwegian Ministry of Foreign Affairs (NMFA), Europe Aid and the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) and UNICEF during the period 2015-2017 (including the narrative, the results framework and the budget). Of these 30 proposals, seventeen were gender unaware (56%), nine had some elements of gender (30%), two were gender sensitive (7%), and two were gender transformative (7%). In terms of the sub-sections (or categories) where gender was better integrated: 26% of the proposals included gender equality considerations in the needs assessment, 24% in the project activities, 26% in outcomes, 14% in technical and financial resources and 10% included some potentially gender transformative approaches.

The proposals were analysed by donor. Eleven proposals from UNICEF were analysed, of which five were gender unaware (46%), three had some elements of gender (27%), two were gender sensitive (18%), and one was gender transformative (9%). Fourteen proposals from MFA were analysed, of which nine were gender unaware (64%), four had some elements of gender (29%), and one was gender transformative (7%). Six proposals from Europe Aid and ECHO were analysed, of which four were gender unaware (67%) and two had some elements of gender (33%).

The proposals were then analysed by main sector of intervention. Of the two CRG proposals, one was gender unaware (50%) and one had some elements of gender (50%) within. Of the eighteen Child Protection proposals, twelve were gender unaware (67%), four had some elements of gender (22%), one was gender sensitive (5%) and one was gender transformative (6%). Of the ten Health and Nutrition proposals, four were gender unaware (40%), four had some elements of gender (40%), one was gender sensitive (10%) and one was gender transformative (10%).

The study concludes that the results are in line with the 2016 study which concluded that most of **SCN's** Education proposals do not meet the minimum SC standard of being gender sensitive (86% in this exercise compared to 81% in the previous one), and only incorporate gender elements to a certain extent. Allowing for a certain degree of subjectivity in the scoring since the two exercises were done by different consultants, it is safe to confirm that both exercises together can form one single baseline for all proposals approved between 2015 and 2017.

The recommendations arising from this analysis include practical guidance for SCN staff involved in the proposals as well as more strategic recommendations for the organisation as a whole to meet the goal of all programmes to be gender sensitive by 2018 and all programmes to be gender transformative by 2030:

Recommendation A: **SCN's management to take ownership of the results of this analysis to exchange** with donors on the implementation of their commitment to gender in humanitarian action and to send a clear message to staff about the organisation taking gender seriously.

Recommendation B: All staff to take the necessary steps to familiarise themselves with the GEM and the Gender Toolkit and the relevant staff to attend the training in the first quarter of 2018 when the scorecards for this analysis will be shared and commented in detail.

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Recommendation C: Each new proposal from January 2018 to be systematically scored at draft stage and based on the result follow the needed action in order to achieve a higher score in the final proposal (see pg.11 of the GEM copied in box 4 below). All staff is responsible for mainstreaming gender in their work and **SCN's gender advisor in collaboration with the gender focal point for the country** would provide the technical expertise for the inclusion of gender in the different sectors (this is particularly relevant for the upcoming Norad and NMFA proposals).

TOTAL SCORE	GENDER EQUALITY MARKER SCORE	MEANING	ACTION NEEDED TO IMPROVE THE QUALITY OF YOUR PROPOSAL/CONCEPT NOTE
0	Gender Unaware	The project does not meet Save the Children's essential standard of gender sensitivity. The project may inadvertently do harm, by not identifying and addressing the different needs and considerations for girls, boys, women and men.	Take necessary actions to improve the quality of the proposal for it to meet Save the Children's essential standard of gender sensitivity . To do so, please consult Save the Children's Guidance for Gender Mainstreaming Across the Program Cycle section in the Gender Equality Program Guidance and Toolkit (pages 57-84), as well as relevant thematic guidance (starting from page 129).
1, 2, or 3	Some Elements of Gender Sensitivity	The proposal has integrated some gender equality components, which are a good foundation to build from – however, this is not currently enough to meet Save the Children's essential standard of gender sensitivity.	
4	Gender Sensitive	The proposal meets Save the Children's essential standard of gender sensitivity, but could do even more to fully address gender inequalities and therefore have a stronger positive impact on the lives of girls and boys, especially those most deprived and marginalized.	Congratulations – you are meeting Save the Children's essential standard of gender sensitivity! However, improvement is still possible – please consider ways to improve the quality of the project's design, and therefore the proposal's Gender Equality Marker score, by integrating the components included in Checklist 5 on Project Sustainability: Gender Transformative Approaches (see page 9 above).
5	Gender Transformative	The proposal meets Save the Children's essential standard of gender sensitivity, and has integrated components of gender transformative approaches.	Congratulations! You have achieved the highest standard possible as per Save the Children's quality criteria.

Box 4: Action needed, GAM

Recommendation D: Acknowledge the efforts to include gender considerations in project proposals through appropriate internal communication channels, by special mention by senior management or any other internal system of recognition. Those proposals that score the highest should be further analysed and shared as good practice.

Recommendation E: Select a number of programs for which proposals have scored gender sensitive or transformative and monitor both at mid-term and final stage how the gender considerations included in the proposal translate in reality¹. This would provide real case studies of how the adequate integration of gender considerations in programming ensures that girls, boys, women and men are able to equitably access, **participate in and benefit from SCN's intervention, which is at the heart of SCN's Principles for Gender Equality and Quality Framework.**

The consultant has also revisited the recommendations from 2016 to check if they have been implemented and added new ones according to the findings from 2017 (see last page of the report).

¹ As stated in the GEM, 'developing a gender sensitive or transformative project proposal/concept note/plan is an important first step to ensuring program quality, meeting SC's Quality KPI and reaching every last child, including those who are most deprived. Once awards are approved and active, it is then essential to build on the foundations which have been laid during the design stage, implementing all planned gender sensitive and transformative approaches, monitoring progress and tracking changes in gender equality over time' (pg. 11).

1. Background and description

Save the Children Norway's (SCN) priorities are set out in the 2014-2018 Strategy, stating that the organisation will focus on Education, Child Rights Governance (CRG), Health and Nutrition, Humanitarian Relief and Child Protection. Gender (see definition² in Box 1) is central to SCN's mission and vision³ – it is inextricably linked to a child rights approach and essential for high quality programming. Gender is the top crosscutting issue in Save the Children's (SC) 2016 – 2018 Strategy. Gender is also central to the post-2015 agenda.

In 2016 SCN commissioned a Gender Analysis of its Education Programmes⁴. This provided highly valuable information about the status of gender equality in SCN's education programmes and serves as a baseline for the continued work to improve gender in education programming. In November 2017, SCN commissioned the same analysis for its CRG, Child Protection and Health and Nutrition programmes in order to expand the gender baseline.

The analysis uses the Gender Equality Marker tool⁵, which serves as both a guidance tool and an assessment tool when developing project proposals, concept notes or program plans. SC's Gender Equality Marker tool is an adaptation of the widely used IASC Gender Marker, and since the DG ECHO Gender and Age Marker was also developed based on the IASC the three of them have strong similarities and should lead to similar scores. Save the Children aims for all programmes to be gender sensitive by 2018, and all programmes to be gender transformative by 2030 (see Box 2):

What do we mean when we talk about gender?

Gender refers to the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for girls, boys, women and men.

Box 1: Gender definition

2 SCI (2016) SCI Engendering Transformational Change. Save the Children Gender Equality Program Guidance & Toolkit

3 SCI (2016). Transforming Inequalities, Transforming Lives. Save the Children Gender Equality Policy

4 Sara Osman (2016) Gender Analysis of Save the Children Norway's Education Programmes

5 SCI (2017). Gender Equality Marker.

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Key approaches for gender equality:

Gender sensitive: when the different needs, abilities, and opportunities of boys and girls, and men and women, are identified, considered and accounted for. Save the Children believes all our work should be gender sensitive as a minimum standard.

Gender transformative: when we use a gender sensitive approach and promote gender equality, while working with key stakeholders to identify, address, and positively transform the root causes of gender inequality for women and men, girls and boys. Save the Children strives to utilize gender transformative approaches whenever possible across our programs, advocacy and organization.

Box 2: Key approaches for gender equality

2. Rationale: scope and purpose of the analysis

The main purpose of the gender analysis is two-fold:

- To assess and document the level to which SCN's programmes within Child Rights Governance, Child Protection and Health and Nutrition are gender sensitive and gender transformative by using the SC gender equality marker to assess proposals. ^[1]_[SEP]
- To identify good practices and provide recommendations on how to improve SCN's future gender programming considering recent work in SCN (i.e. the 2016 gender analysis for the education portfolio and the SCN action plan for gender from 2017).

The main audience for the report is SCN staff. The insight gained from the review will be used as a starting point to an increased focus on evidence in gender programming, for future proposals, programme planning and reporting.

3. Methodology

The review includes a total of 30 proposals, covering agreed and active programmes funded by the Norwegian Ministry of Foreign Affairs (NMFA), Europe Aid and the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) and UNICEF during the period 2015-2017 (including the narrative, the results framework and the budget)⁶.

Each proposal was reviewed using SC's Gender Equality Marker (March 2017 version). The GEM provides a scorecard for each sub-section (or 'category' to use the language of the 2016 exercise) of the proposal, from the needs assessment, to project activities, results framework and technical and financial resources finalising with project sustainability and gender transformative approaches. The scorecard contains a series of statements that help determine whether gender equality considerations have been meaningfully integrated across the sub-section. Depending on how many statements are explicitly present at each sub-section, the GEM gives proposals a score in one of four categories, as shown in Figure 2.

One limitation with the GEM is that although it provides very clear and concrete guidance on how to score the proposals using the checklist of statements and then counting the number of ticked boxes (one checkmark = one point) to determine the score for each sub-section and add up the total for the proposal, there is a degree of subjectivity that is inevitable in deciding whether the statements are sufficiently explicit or not (i.e. what happens if some indicators are disaggregated and not others in the same proposal?).

Nevertheless, the scores are solid enough to be used as a baseline. And beyond the score itself, potentially the most useful part of the review is sharing the detailed comments in the scorecards with the project teams for learning going forward.⁷

⁶ Norad proposals were covered in the 2016 review (country proposals covering all thematic areas) so they are not included in this study.

⁷ See Recommendation B at the end of the report.

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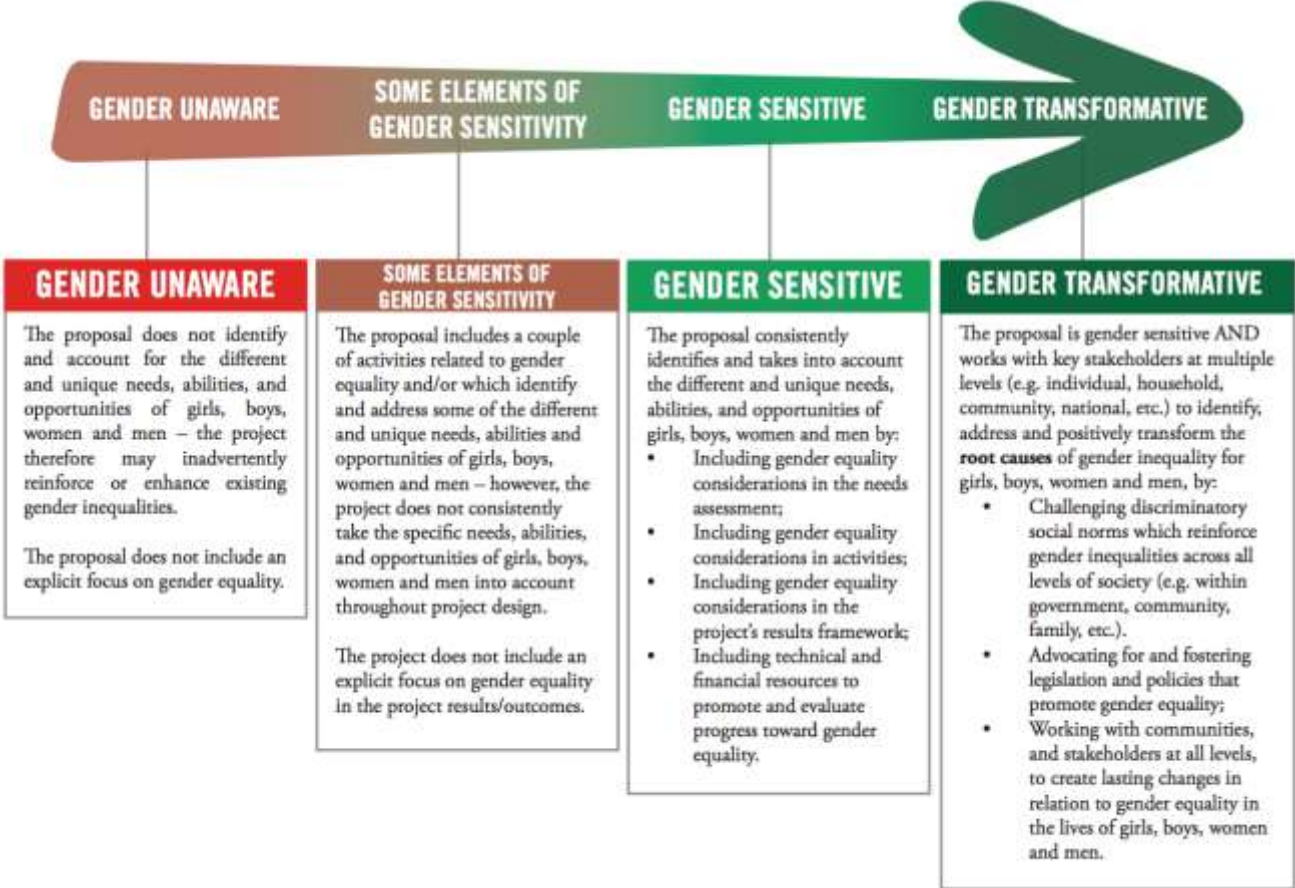


Figure 1 The four GEM categories. Source: Save the Children International.

The 2016 analysis included an online survey including 43 responses from country offices and SCN Award Managers as well as interviews with 19 SCN staff and one interview with Save the Children UK’s gender advisor. Considering the results would not have changed significantly in one year, this analysis did not include a survey or further interviews and instead focused on providing detailed comments for building the learning component with SCN staff through the series of trainings mentioned above.

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4. Findings

The proposals were analysed using SCN's Gender Equality Marker. The findings are organised below by score, by donor and by sector.

4.1 Findings by score

In total, 30 proposals were analysed. Of these 30 proposals, seventeen were gender unaware (56%), nine had some elements of gender (30%), two were gender sensitive (7%), and two gender transformative (7%).

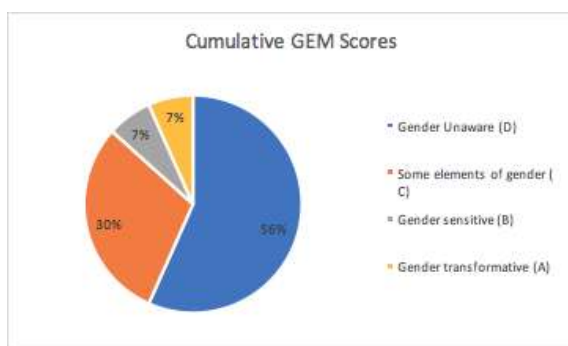


Figure 2: Cumulative GEM percentages

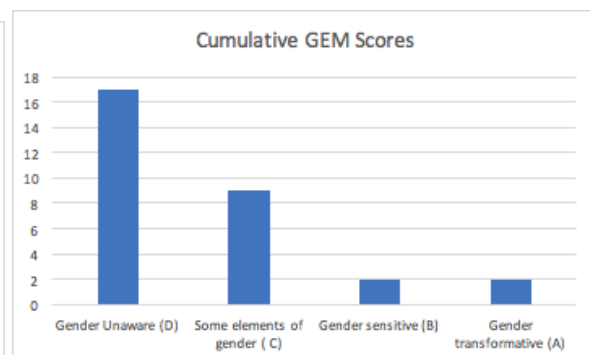


Figure 3: Cumulative GEM absolute numbers

To understand which were the sub-sections (or categories) where gender was better integrated, the consultant reviewed each of the five scorecards that form the total score for each proposal and concluded the following: 26% of the proposals included gender equality considerations in the needs assessment, 24% in the project activities, 26% in outcomes, 14% in technical and financial resources and 10% included some potentially gender transformative approaches.

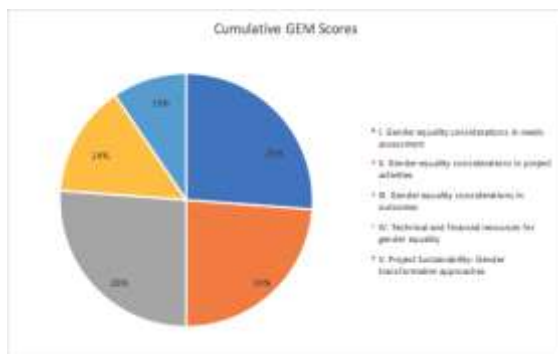


Figure 4: Distribution of total scores per GEM categories

4.2 Findings by donor

Eleven proposals from UNICEF were analysed, of which five were gender unaware (46%), three had some elements of gender (27%), two were gender sensitive (18%), and one was gender transformative (9%).

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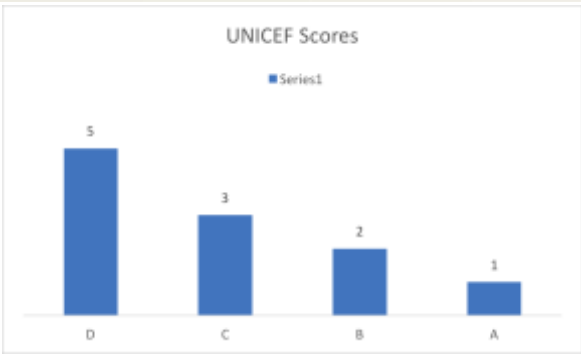
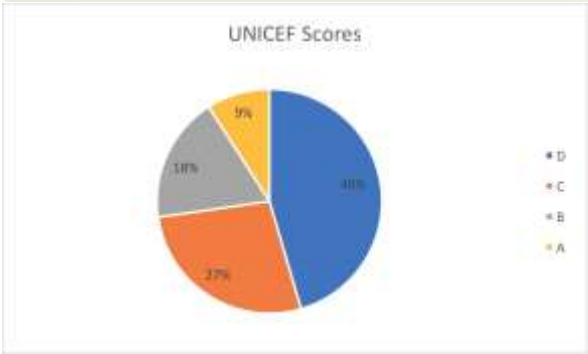


Figure 5: UNICEF Percentages

Figure 6: UNICEF Absolute Numbers

Fourteen proposals from MFA were analysed, of which nine were gender unaware (64%), four had some elements of gender (29%), and one was gender transformative (7%).

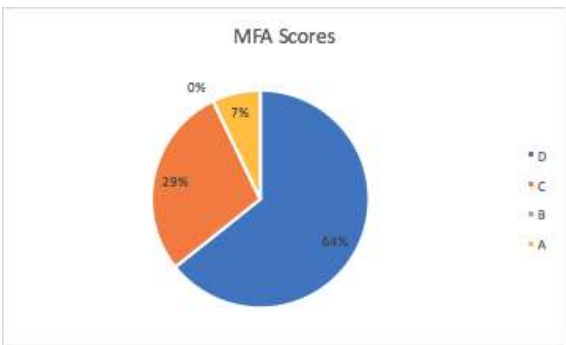


Figure 7: MFA Percentages

Figure 8: MFA Absolute Numbers

Six proposals from Europe Aid and ECHO were analysed, of which four were gender unaware (67%) and two had some elements of gender (33%).

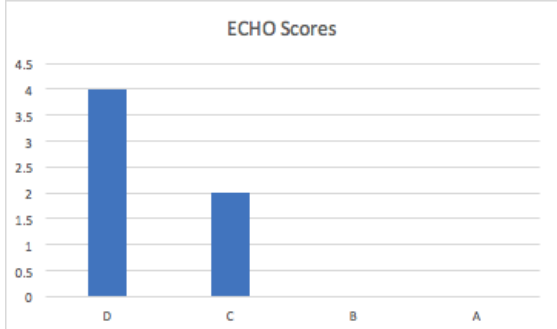
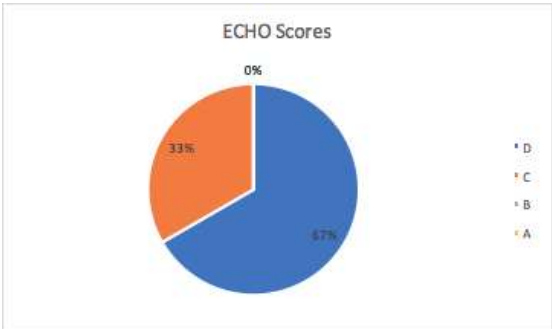


Figure 9: ECHO Percentages

Figure 10: ECHO Absolute Numbers

Since ECHO has its own Gender and Age Marker, the consultant compared the results of the self-assessment in those proposals using the Single Form with those analysed in this exercise (see Box 3).

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4.3 Findings by sector

After analysing each proposal by donor, they were also analysed by sector. Two proposals were analysed in the Child Rights Governance sector, of which one was gender unaware (50%) and one had some elements of gender (50%) within.

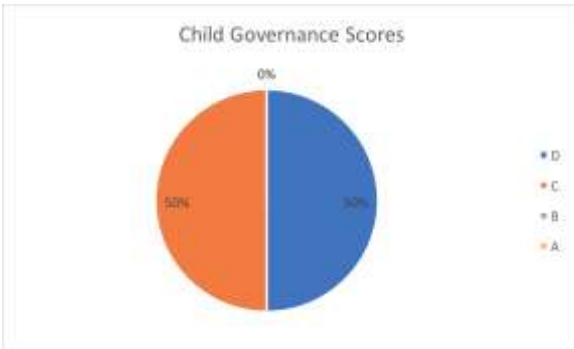


Figure 11: CRG Percentages



Figure 12: CRG Absolute Numbers

Eighteen proposals were analysed in the Child Protection sector, including several with a strong education component. Of these eighteen proposals, twelve were gender unaware (67%), four had some elements of gender (22%), one was gender sensitive (5%) and one was gender transformative (6%).

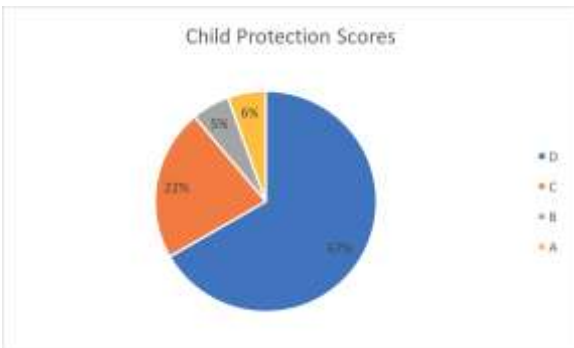


Figure 13: Child Protection Percentages

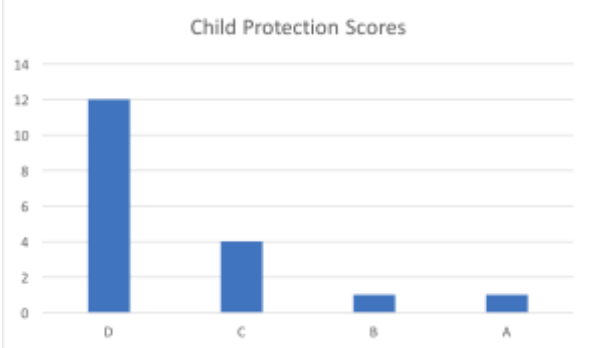


Figure 14: Child Protection Absolute Numbers

Ten proposals were analysed in the Health and Nutrition sector, of which four were gender unaware (40%), four had some elements of gender (40%), one was gender sensitive (10%) and one was gender transformative (10%).

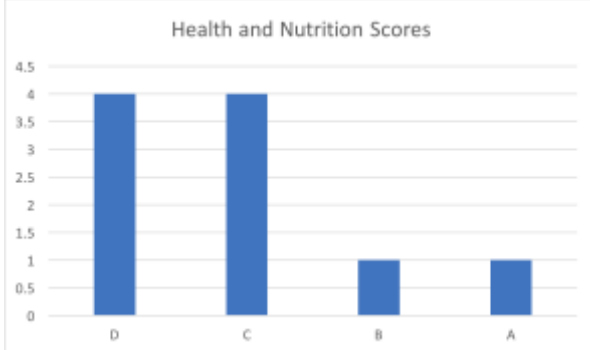


Figure 15: Health and Nutrition Percentages

Figure 16: Health and Nutrition Absolute Numbers

5. Conclusions and lessons learned

5.1 Conclusions and lessons learned by score

The findings from this baseline study are in line with the 2016 study which concluded that most of SCN's proposals, i do not meet the minimum SC standard of being gender sensitive (86% in this exercise compared to 81% in the previous one), and only incorporate gender elements to a certain extent. Allowing for a certain degree of subjectivity in the scoring since the two exercises were done by different consultants, it is safe to confirm that both exercises together can form one single baseline for all proposals approved between 2015 and 2017.

Therefore the conclusions from the 2016 exercise regarding the different categories were revisited to establish whether they applied to the CRG, CP and Health and Nutrition programming and if there were new ones to add according to the findings.

. **The 2016 study concluded that 'gender analyses** are neither consistently used in project design phase nor in the needs assessment phase. Increasing the use of gender analyses will increase COs ability to design more **concrete activities that address gender**'. The findings in the current report confirm the need to strengthen the gender analysis component as the foundational step towards understanding the context better and prevent SCN staff from making incorrect assumptions, and then adapting the activities and measuring the outcomes accordingly.

. Under the category of project activities the report concludes that when the differences and gaps between girls, boys, women and men resulting from the gender analysis are reflected in specific measures to address them, then project activities are gender-sensitive. Nevertheless, two quick wins that have been missed out under this category in most proposals are the following:

- o Building capacity on gender equality for staff and partners. It was already highlighted in 2016 by **concluding the following**: 'Although the GEM is new, the Gender Equality Program Guidance & Toolkit⁸ was published in 2014 and only 16% of staff have ever used it. SCN could benefit from ensuring that guidance documents are accompanied by in-house workshops on their use to increase the frequency by which staff makes use of them, and therefore improving programme quality. This is also in line with the survey findings, where 44% of respondents listed tools-specific training as the preferred means for them to work more systematically with gender'. The training, therefore, could include free online gender trainings, F2F trainings, coaching of staff, sharing of best practices, and exchange with partners);
- o 'Working in partnership with organisations that specialise in gender' was also recommended in 2016 as 'a feasible and cost-effective way of increasing SCN's ability to work with gender'. The partnerships could include women's groups, LGTBI champions, organisations linked to the Men Engage movement, government and civil society organisations renown for their commitment to gender equality, and others as appropriate.

⁸ SCI (2014) Engendering Transformative Change. Save the Children Gender Equality Program Guidance & Toolkit. https://resourcecentre.savethechildren.net/node/8503/pdf/gender_equality_program_toolkit_2014.pdf.

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. **Another still valid conclusion from 2016 is that ‘MEAL indicators for gender** are very weak and are limited to data disaggregation by sex and age. Future MEAL work on gender needs to include qualitative data, including articulating gender-sensitive **data collection methods and plans in proposals**’. ^[10] There, a database of gender-sensitive indicators for commonly held activities would satisfy the technical support needed.

. **The fact that the subsection or category where ‘the most difficulty incorporating gender into was ‘allocating technical and financial resources to work with gender’ still applies. The 2016 study concluded that ‘it may very well be that COs have gender focal points or full time gender advisors whose time is simply not included in projects. COs need guidance on doing this more systematically’;** a notable change since 2016 is the recruitment of a Gender Advisor in Oslo who can provide this guidance.

. Some projects included potentially transformative approaches, particularly regarding the inclusion of fathers in health and nutrition projects traditionally aimed at pregnant and lactating women only, more demonstrated transformative measures are needed across the sectors providing the link between development and humanitarian action.

A quick review at proposals by submission date did not show any direct correlation between timing of the proposal and score, but SCN management shared the possibility that recent gender awareness efforts would take some time to show concrete results, which should lead to higher scoring of later proposals. A geographical comparison was not deemed relevant due to the small sample of proposals covering many different countries and regions. Nevertheless, this baseline will be a useful tool in the future to measure across time and regions the success of the measures put in place for a better integration of gender in project proposals.

5.2 Conclusions and lessons learned by donor

It is already mentioned in SCI Gender Toolkit that many donor agencies and partners now have explicit policies and guidance requiring gender analysis and gender mainstreaming throughout the project cycle for **all organizations submitting funding proposals. It remarks that ‘it is therefore critical for Save the Children to increase our capacity to respond to these demands stipulated by donors. In addition to improving the quality of our projects, it will increase the chances of securing funding’.** The findings from this study show that if the donors had gender as an exclusive funding criterion, 86% of the proposals would not be funded, which requires further exchange with donors on how to rigorously integrate gender considerations into project proposals.

. Norway has a long tradition of working for women's rights and gender equality. All NMFA projects supported by the Ministry must take **women’s rights and gender equality properly into account. In September 2016, the Government launched a new action plan for this work**⁹. The Action Plan sets out five objectives that Norway will work to promote, and the first one¹⁰ **being ‘inclusive and equitable equality education for all girls and boys’ is particularly relevant for the Child Protection programs analysed for this report that include a strong education component.**

. As SCN, UNICEF is committed to gender equality as core to its mission to realize the rights of all children, especially the most disadvantaged. With the new Gender Action Plan 2018–2021¹¹, **‘UNICEF will**

⁹ Freedom, empowerment and opportunities – Action Plan for Women's Rights and Gender Equality in Foreign and Development Policy 2016-2020, https://www.regjeringen.no/globalassets/departementene/ud/vedlegg/fn/womens_rights.pdf.

¹⁰ The other four objectives are the following: women's equal participation in political life, full economic rights for women and equal opportunities for women to participate in the labour market, the elimination of violence and harmful practices against girls and women, sexual and reproductive health and rights for girls and women.

¹¹ UNICEF Gender Action Plan 2018-21: https://www.unicef.org/gender/files/2018-2021-Gender_Action_Plan-Rev.1.pdf

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take its work on advancing gender equality to the next level in 2018–2021, by taking quality gender **programming to scale for greater reach and impact. Amongst other measures, ‘this will entail strengthening existing and forging new partnerships with governments, United Nations agencies, civil society, the private sector and other partners’.** Therefore this is yet again an opportunity for SCN to strengthen the gender integration in UNICEF funded proposals.

According to their Gender Policy¹², DG-ECHO requires that gender and age factors are systematically considered when developing and carrying out humanitarian operations to ensure their quality, and they provide a GEM Toolkit¹³ and training for partners using the Single Form for their applications (the training on **SCN’s GEM should refer to ECHO’s Gender and Age Marker Toolkit as a key reference**). Since both markers include similar key criteria like SADD and gender analysis, adapted assistance and adequate participation (with ECHO focusing more on the do no harm approach and SC including an extra category for gender transformative approaches), the final scoring should be similar. Nevertheless the findings show a difference (see Box 3), therefore more effort is required in harmonising the criteria in the different tools for easier use.

5.3 Conclusions and lessons learned by sector

ECHO proposals

For one proposal (SYR ECHO QLE for EiE (pilot 1) 2017-2018) the self-assessment for the ECHO Gender and Age Marker (GAM) says Non Applicable, probably because of the project focusing on supporting the development of a monitoring and programming guidance package around measuring quality learning environments in emergencies. Nevertheless, the assessment could have integrated gender in the analysis of education barriers and gaps for boys and girls of different ages, in the guiding principles as suggested by INEE Gender Pocketguide, and most importantly in its roll out (+300 direct beneficiaries).

For the other proposal (ZWE ECHO Food and Nutrition Emergency Cash Transfer Programme) the self-assessment for the ECHO GAM scores 2 (which translates to **‘The action strongly integrates gender and age’**), nevertheless this exercise considered it was gender unaware, mostly due to the fact that there is no analysis on whether girls or boys are more severely affected by malnutrition during the drought and therefore no project activities are adapted to consider gender considerations. Of concern here is the **fact that project rightly identifies the risk of ‘GBV cases may increase due to the disagreement at household level on how the cash must be used’ (in line with current literature on the impact of CASH on GBV)**, but the suggested prevention measure is to **‘work closely with the community structures and local leadership to strengthen referrals to government partners such as Ministry of Women’s Affairs and the Police’ which could mitigate the harm once done but would not prevent it as other actions not included could: i.e. including couple decision-making sessions on the use of cash, raising awareness with men on the importance of women in the community having a prominent role in the management of cash etc.)**

Box 3: ECHO proposals

12 DG-ECHO Gender Policy and Gender-Age Marker, file:///Users/catgalley/Downloads/dg_echo_gender-age_marker_faqs_-_general_20022014.pdf.

13 Gender-Age Marker Toolkit, http://ec.europa.eu/echo/files/policies/sectoral/Gender-AgeMarker_liens_bd_2014.pdf.

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As stated in the Gender Toolkit, 'accounting for the effects of gender inequality in each of our thematic areas allows us to ensure our thematic programming is relevant and responsive to the unique needs of girls, boys, women and men. It also enables us to develop innovations and best practices for ensuring the equal rights of **girls and boys to child protection, child rights, education, health and nutrition, and livelihoods are fulfilled**'.

. For the proposals analysed under the Child Protection sector, there were some gender analysis of harmful traditional practices against girls (mostly child marriage) but not for boys; more recognition of sexual violence against girls than against boys, i.e. not mentioned in any of the Syria proposals even if UNHCR recently published a report on the use of sexual violence against boys and men in Syria¹⁴, although for boys the risk of recruitment to armed forces was mentioned; and the proportion and type of abuse experienced by girls and boys in schools was not disaggregated by sex. This leads to standardised interventions like children safe spaces and clubs, mobilisation of communities against GBV, community-based child protection systems etc. missing an opportunity to respond specifically to identified gendered risks.

. For the proposals under the Child Rights Governance sector, there was a recognition about the fact that girls are often excluded from representation in decision-making bodies and from playing an active role in local processes, therefore encouraging equal participation in **children's parliaments/committees/groups/clubs**. Nevertheless there was neither references to unequal laws and systems in the countries of intervention nor reviews of how policies reinforce gender inequality. Also absent in the proposals reviewed was an analysis of **the number of girls and boys births' registrations**.

. For the proposals under the Health and Nutrition sector, it was highlighted in several proposals the specific impact of crisis on the pregnant and lactating women, the lack of privacy affecting breastfeeding practices etc. Nevertheless, GAM or SAM rates were never disaggregated by sex, nutrition practices were not analysed in terms of gender (i.e. are baby boys and girls breastfed equally and for the same time? Who decide if and how long to breastfeed? etc.) and only sex-segregated toilets were included as a standard gender-sensitive intervention. Girls and women access to menstrual hygiene products was not consistently integrated, despite some proposals including dignity kits without further explanation of their content.

¹⁴ <https://data2.unhcr.org/en/documents/download/60864>.

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6. Recommendations

The recommendations arising from this analysis include practical guidance for SCN staff involved in the proposals as well as more strategic recommendations for the organisation as a whole to meet the goal of all programmes to be gender sensitive by 2018 and all programmes to be gender transformative by 2030 (recommendations in numbers). In the latter, the consultant has assessed if the previous recommendations from the 2016 exercise were met and has added new ones accordingly.

Recommendation A: SCN's management to take ownership of the results of this analysis to exchange with donors on the implementation of their commitment to gender in humanitarian action and to send a clear message to staff about the organisation taking gender seriously.

Recommendation B: All staff to take the necessary steps to familiarise themselves with the GEM and the Gender Toolkit and the relevant staff to attend the training in the first quarter of 2018 when the scorecards for this analysis will be shared and commented in detail.

Recommendation C: Each new proposal from January 2018 to be systematically scored at draft stage and based on the result follow the needed action in order to achieve a higher score in the final proposal (see pg.11 of the GEM copied in box 4 below). All staff is responsible for mainstreaming gender in their work and SCN's gender advisor in collaboration with the gender focal point for the country would provide the technical expertise for the inclusion of gender in the different sectors (this is particularly relevant for the upcoming Norad and NMFA proposals).

TOTAL SCORE	GENDER EQUALITY MARKER SCORE	MEANING	ACTION NEEDED TO IMPROVE THE QUALITY OF YOUR PROPOSAL/CONCEPT NOTE
0	Gender Unaware	The project does not meet Save the Children's essential standard of gender sensitivity. The project may inadvertently do harm, by not identifying and addressing the different needs and considerations for girls, boys, women and men.	Take necessary actions to improve the quality of the proposal for it to meet Save the Children's essential standard of gender sensitivity . To do so, please consult Save the Children's Guidance for Gender Mainstreaming Across the Program Cycle section in the Gender Equality Program Guidance and Toolkit (pages 57-84), as well as relevant thematic guidance (starting from page 129).
1, 2, or 3	Some Elements of Gender Sensitivity	The proposal has integrated some gender equality components, which are a good foundation to build from – however, this is not currently enough to meet Save the Children's essential standard of gender sensitivity.	
4	Gender Sensitive	The proposal meets Save the Children's essential standard of gender sensitivity, but could do even more to fully address gender inequalities and therefore have a stronger positive impact on the lives of girls and boys, especially those most deprived and marginalized.	Congratulations – you are meeting Save the Children's essential standard of gender sensitivity! However, improvement is still possible – please consider ways to improve the quality of the project's design, and therefore the proposal's Gender Equality Marker score, by integrating the components included in Checklist 5 on Project Sustainability: Gender Transformative Approaches (see page 9 above).
5	Gender Transformative	The proposal meets Save the Children's essential standard of gender sensitivity, and has integrated components of gender transformative approaches.	Congratulations! You have achieved the highest standard possible as per Save the Children's quality criteria.

Box 4: Action needed, GEM

Recommendation D: Acknowledge the efforts to include gender considerations in project proposals through appropriate internal communication channels, by special mention by senior management or any other internal system of recognition. Those proposals that score the highest should be further analysed and shared as good practice.

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Recommendation E: Select a number of programs for which proposals have scored gender sensitive or transformative and monitor both at mid-term and final stage how the gender considerations included in the proposal translate in reality¹⁵. This would provide real case studies of how the adequate integration of gender considerations in programming ensures that girls, boys, women and men are able to equitably access, **participate in and benefit from SCN's intervention, which is at the heart of SCN's Principles for Gender Equality and Quality Framework.**

The next section revisits the recommendations from 2016 to check if they have been implemented and adds new ones according to the findings from 2017.

Recommendations from 2016	Status	Recommendations from 2017
Recommendation 1: If SCN would like to improve the way in which it is working with gender, an investment needs to be made in human resources. It is recommended that SCN consider the recruitment of a Gender Equality and Social Inclusion (GESI) Advisor who will be able to work on several cross-cutting issues. ^[1] _[SEP] An alternative is to recruit a Gender Advisor on a short-term, two-year contract, with clear terms of reference and deliverables to capacitate the various departments within SCN to come to standard with regards to gender. ^[1] _[SEP]	Done	Gender Advisor recruited in quarter 4 of 2017.
Recommendation 2: In the short-term, it is recommended that SCN borrow or purchase gender technical assistance from other members with strong resources on gender such as Save the Children Sweden. ^[1] _[SEP]	NA	
Recommendation 3: During the interviews, it was clear that several staff members had strong gender competence. It is therefore recommended to vet existing gender competence within each department to gain understanding of how each team can be better capacitated. ^[1] _[SEP]	Not done	For gender advisor to add to work plan for 2018.
Recommendation 4: For SCN to work systematically on gender, it needs to be embedded in the day-to-day activities of each department. It is recommended that each department delegate a 'Gender Champion' who monitors each department's work on gender and supports colleagues in working on gender. The task can be rotated among team members every six months. ^[1] _[SEP]	Done	Group of gender focal points established end of 2017 covering all departments.
Recommendation 5: It is possible that while gender may not be explicitly addressed throughout proposals, it would be addressed during implementation. It is therefore recommended that AMs evaluate the latest annual reports to determine the level of gender	Not done	Make it explicit in the Gender Equality

¹⁵ As stated in the GEM, 'developing a gender sensitive or transformative project proposal/concept note/plan is an important first step to ensuring program quality, meeting SC's Quality KPI and reaching every last child, including those who are most deprived. Once awards are approved and active, it is then essential to build on the foundations which have been laid during the design stage, implementing all planned gender sensitive and transformative approaches, monitoring progress and tracking changes in gender equality over time' (pg. 11).

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integration. The information should then be used to guide future annual plans. ^[1] _{SEP}		Action Plan in 2018.
Recommendation 6: While outcomes agreed on with donors cannot be changed, it is possible to introduce activities that are gender-sensitive and that will contribute to reaching overall outcomes. It is therefore recommended that AMs identify where these gaps lie in their respective portfolios and support COs to introduce gender-sensitive activities in the remaining Norad framework period and in new project proposals. ^[1] _{SEP}	In progress	Link with gender focal points for each country team to follow up on this recommendation. Important in negotiation for new Norad Framework.
Recommendation 7: It is recommended that TAs identify gender-sensitive activities related to their respective thematic area that could improve the quality of projects and of gender mainstreaming. ^[1] _{SEP}	In progress	Ensure this is done systematically so link to MEAL recommendation below.
Recommendation 8: MEAL systems need to be introduced to allow for more in-depth data collection on gender. Current data collection is limited to sex and age disaggregation and this is not sufficient for quality gender programming. It is also important to support COs to introduce gender-sensitive data collection methods when conducting gender analyses. ^[1] _{SEP}	In progress	Assess progress according to MEAL workplan for 2018.
Recommendation 9: In SCN's current structure, AMs have end-to-end responsibility for grants. Based on the outcomes of this analysis, the AMs workload with regards to addressing cross-cutting issues in addition to their current workload poses a risk in working systematically with gender and other cross-cutting issues. It is therefore important that the Programme Quality Department and International Programmes Department put systems in place that will facilitate a realistic way for AMs and TAs to work on gender going forward.	In progress	Ensure that each country team has a gender focal point so that it is the AM or someone from the PQD.

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Annexes

Annex 1: ToR

Terms of Reference

Scope of the review

The analysis will cover SCN's long term and humanitarian programmes funded by MFA, Norad, ECHO and UNICEF during the period 2015-2017. The analysis will cover the programmes within Child Rights Governance, Child Protection and Health and Nutrition.

What will not be covered in the review:

Programming conducted by other SC members

SCN's contribution to SCI's global working group's

Design and methodology

The review should include, but not necessarily be limited to desk review of relevant proposals. Interviews with SCN and country office staff working on the three thematic programmes should be included.

Organisation, roles and responsibilities

The entire process will be led by an external consultant. SCN will select the potential candidate based on the technical and financial proposals submitted. The consultant will also be responsible for developing a sound research methodology, planning and conducting a consultative review and managing the data collection, as well as writing up the reports and presenting the findings and recommendations.

SCN will be responsible for facilitating the review process through availing relevant documents and give feedback to the consultant. A small project group will be established to manage the consultancy.

Desired competencies and skills of the consultant

- Advanced university degree in social sciences or equivalent with excellent understanding of gender mainstreaming
- **Previous work and/or evaluation experience with gender and development issues, women's rights and gender mainstreaming**
- Proven international experience in designing and conducting independent evaluations, desk studies and/or research of development programmes and advocacy;
- Good communication, analytical and drafting skills;
- **Identify with Save the Children's values and principles;**
- Familiarity with a rights-based approach

Deliverables

Upon the selection, the consultant is expected to submit the inception report. Within the agreed timeline, the consultant is also expected to submit the draft report for comment and feedback from the respective technical people at SCN. If possible and convenient, the consultant will present the preliminary findings to

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SCN technical staff. Eventually, the consultant is responsible to incorporate feedback provided and submit the final report. SCN will share the report template to be used for report writing.

Timeline

The review process will take the maximum of 20 days. Activities and tentative dates for the consultancy work are:

Task	Proposed date	Responsibility
Receive proposals from consultants	September 2017	SCN
Finalize the recruitment process of the consultant	September 2017	SCN
Finalize contractual arrangements and service agreements	September 2017	SCN & consultant
Initial briefings and provision of key documentation	September 2017	SCN & consultant
Submission of inception report	September 2017	Consultant
Evaluation start up	October 2017	Consultant
Submission of draft report	October 2017	Consultant
Receive comments from SCN	October 2017	SCN
Submission of final report and discussion with SCN team	November 2017	Consultant

Budget / Resources

Save the Children Norway will fund the assignment by covering consultancy fees

Plan for dissemination and learning

The review report will be published on the SC web. Country offices are also free to translate (if necessary) and publish the report locally. The report will be used to extract briefing documents, lessons learned documents, communication materials, and presentation at workshops/conferences.

Contract and payments

Save the Children Norway will sign a consultancy contract with the consultant. Fifty percent of the total amount will be paid upon signing the contract and the remaining amount upon submission and approval of the final report and all deliverables.

Contact information

For further information, please contact any of the following:

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Annex 2: List of projects reviewed

UNICEF

Expansion of CB PMTCT service copy

IRQ 2016 CP- building resilience for conflict affected children

MOZ WASH Protection support for flood-affected children and their families in Zambezia Province

Nepal EQ Response Child Nutrition Week

NWB_2016_Justice4children_strengthening the system of child protection in criminal proceedings in BiH

Immediate support to refugee population transiting through Dimitrovgrad

MWI Improving Adolescent, Maternal, and Newborn Health

UNICEF WASH Emergency Response Stand-by-Agreement PCA

ZWE UNICEF Improving the Nutrition- Prevention and Management Acute Malnutrition

ZWE UNICEF Strengthening child safe guarding and accountability

IRQ 2016 CP- building resilience for conflict affected children

MFA

IRQ MFA IDPs return and reintegration Tikrit Governorate 2016

MFA ETH Education Drought Response Ethiopia

MFA Ukraine Emergency Response

OPT SZOP and CRG 2015-16

Support to Advocacy Framework Agreement MFA

SYR- Cross-border Hassakeh- EiE and CP- 2015

SYR Norwegian MFA NE Hasakeh 2016

SYR Whole of Syria Focal point

Yemen Humanitarian Crisis Response 2015

SOM Continued support to EiE in Hiraan

SSD NMFA Food Insecurity Response in Jonglie and Eastern Eqatoria

SYR MFA NW 2017 Health and Nutrition

SYR NMFA 2016 Safe and Protective Learning Environments in NE Syria

SYR MFA Lifesaving Health and Nutrition Support to vulnerable populations in Northern Syria

ECHO

LAO Together for Children's Rights

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LYRA- Leaders Young Roma in Action (Phase II)

SYR ECHO QLE for Eie (pilot 1) 2017-2018

ZWE ECHO Food and Nutrition Emergency Cash Transfer Programme

Combating child marriages and human trafficking in Malawi

KHM Realising Children's Rights through Improved Local Governance